Kaizen in an Innovative Environment – why there should be a difference

Dubai Quality Group
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Kaizen

寿司

Sushi

Philosophy of Improvement

“Change for better”

Continuous Improvement
Kaizen

 Philosophy of Improvement
 “Change for better”
 Continuous Improvement
Some Thoughts…

Why Change?

Philosophy of Kaizen

Why Kaizen can fit into Innovative Environments
Why Change – The Concept of Value

Value

Cost vs. Benefit

Which characteristics are important and Customers are willing to pay for?
Issue 1

Improvement Opportunities are not always vetted against true Value Creation
Kaizen – Continuous Improvement
Change and Improvements

“Big C” Change is the **breakthrough** kind of thinking that most people are familiar with, but it’s **relatively rare**.

“Small c” change describes the **small ideas** that can enhance and enrich our lives but which rarely bring us fame or fortune.
Continuous Improvement vs. Re-Engineering

Continuous Improvement vs. Re-Engineering

Kaizen

Continuous Change

Incremental Change (Continuous Improvement)
- Culture of Continuous Improvement
- Incremental Changes (cost, feature improvements etc.)
- Emphasis on consistency and control

Continuous Improvement vs. Re-Engineering

Kaikaku
Radical Change

Breakthrough Change
(Re-Engineering)
- Focus on breakthroughs to transform the economics of a solution

Legend
Q = Quality programs (TQM)
R = Reengineering programs (BPR)

Senior Managers often consider “Radical Change” superior to “Continuous Improvements”
Philosophy of Kaizen

- **Supported** by Senior Management

- **Appreciated** and **Lived** by all Stakeholders

- **Non-Threatening, Transparent** and **Well Communicated**

- Concept of **Engagement**

Aligned with Corporate Strategy
Issue 3

• **Not Supported** by Senior Management

• **Not Appreciated** and **Lived** by all Stakeholders

• Change is **Threatening, In-Transparent** and **Not Well Communicated**

• Ideas are **taken away** from the people

Not Aligned with Corporate Strategy
Why Kaizen can fit into Innovative Environments

innovation

*i-nd-ʹvā-shən*

: Using **Creativity** to generate **Valuable Ideas**, and the subsequent **Implementation** of relevant Inventions to achieve a predetermined **Outcome** towards an **overall Purpose**

innovation

*i-nd-ʹvā-shən*

: a new idea, device, or method
: the act or process of **introducing new ideas, devices, or methods**
Why Kaizen can fit into Innovative Environments

innovation
i-nə-ˈvā-shən
: Using **Creativity** to generate **Valuable Ideas**, and the subsequent **Implementation** of relevant Inventions to achieve a predetermined **Outcome** towards an overall **Purpose**

**Creativity** – Individuals have to be enabled to think freely

**Valuable** – Driven based on Value Concept

**Implementation** – Kaizen & Kaikaku

**Predetermined Outcome** – Planned

**Overall Purpose** – Corporate Strategy Alignment
Recap

• Kaizen should not be only a cool Japanese word to WOW others

• Initiatives should be vetted against Value Creation and specifically address weak links

• Initiatives should find a balance between Kaizen and Kaikaku, even though Senior might want to have something more “flashy”
Kaizen is **only One Component of Innovation Management**, not the determining factor.

Always needs to be **aligned with Corporate Strategy**.
Thank You

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